



THE **SMART** CITY ALLIANCE

Eco-governance in Practice



PROSPECTUS

THE SMART CITY ALLIANCE

ECO-GOVERNANCE IN PRACTICE

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THE SMART CITY ALLIANCE

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BACKGROUND

There is an urgent need to speed up the implementation of solutions and systems enabling cities to fulfil future requirements on welfare and sustainability. Going it alone is often very costly, risky and time consuming when it comes to investments in large scale infrastructure. Cooperation is a must to reach the future in time. Sharing investments in innovating and trying out new technologies is increasingly important to keep costs down. Exchange of best practice, successes and failures has always been the approach of winners. As has the ability to standardise, replicate and continuously improve. The Smart City Alliance has been established to provide an effective platform for such cooperation.

MISSION

To form an international alliance of cities that are determined to be global frontrunners in developing Smart City infrastructure solutions thereby meeting the urgent demands to establish long term sustainable, reliable and competitive services to its citizens.

The network exists to promote peer to peer learning and foster collaboration with cities internationally who share the vision of the benefits that can accrue if Smart Cities principles are adopted.

The Smart City Alliance is not about visions and discussions. Focus is on actions, swift delivery and practical results. To become involved in the Smart City Alliance, cities must have some very concrete objectives and investment plans in smart city systems and solutions. Partners must also be willing to actively contribute in the process of making all members of the alliance global references as truly smart cities for the future.

In order to fulfil its ambitions, the alliance also aims to attract active involvement from relevant public institutions, industry associations as well as to establishing close cooperation with best-in-class suppliers of technologies, systems and services.

Being Smart is not about technologies as such, but rather what can be achieved as final output in terms of social welfare, opportunities, a thriving local economy and sustainable ecology. Our ultimate aim is to provide vehicle for those willing to join the journey towards this future.

OBJECTIVES & FOCUS AREAS

MARKET ACCESS

Direct access to customers/ projects
Local clusters with neighbouring cities
International partnerships

REDUCE COSTS

Development & Procurement
Standardisation & Replication
Operations & Maintenance

INCREASE REVENUES

Competitiveness & Differentiation
Convenience & Reliability
Expand revenue base

DRIVE INNOVATION

Exchange of best practice
Joint innovation projects
Benchmarking and Training

SMART CITIES



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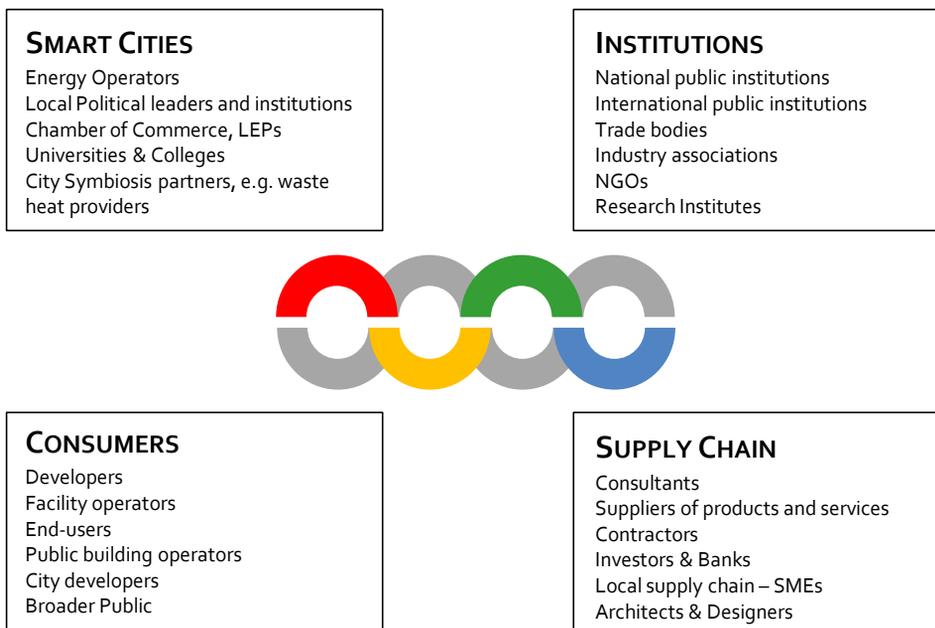
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PARTNERS

The Smart City Alliance aims to include partners from four distinct stakeholder groups, all having a direct or indirect interest in speeding up the development and investments in smart city solutions.



The Smart City Alliance is an action and result driven activity. It's about doing, not talking. The aim is also to be in the forefront of the development, to identify and explore new opportunities and to set new standards. An Alliance only makes sense if all members are ready to actively engage in the cooperation. In order to fulfil these ambitions, partners interested in joining the alliance must meet a set of basic requirements. Quality, not quantity, will be the performance indicator when it comes to attracting partners to the Alliance.

- Smart cities must have a very clear and concrete plan defining what they aim to achieve, why, how and when. There must be a strong political buy-in and local leadership to drive the development. They must also allocate the required resources – human, financial, time – to ensure the complete execution of the different project streams.
- Companies being involved in the Alliance must be among the best in class in their particular application sector. Furthermore they must be in the forefront of development in terms of technology and business innovation and ready to actively engage with the cities as well as other parties in terms of e.g. innovation workshops, training, and pilot projects. Companies should also be open to engaging in cooperation with other partners in the Alliance to drive system innovation, e.g. in terms of bundling solutions and activities optimising system integration, standardisation and replication.

CORE VALUE PROPOSITION

Partners to the Smart City Alliance will gain access to a broad range of benefits and opportunities.

MARKET ACCESS

- Direct access to cities and local networks – key decision makers, project teams, influencers, potential partners, etc. – which have real and present investment plans in smart city infrastructure over the next 7 years and beyond
- Start-ups and SME gaining access to large international customers & markets
- Opportunities to develop and explore synergies with other partners
- Opportunities to grow business through local clusters of cities
- Access to local market intelligence and networks through HOTSPOT GLOBAL
- Opportunities to forge international partnerships
- Joining forces to become more powerful in lobbying activities
- Facilitate access to financing of projects - investors and banks



REDUCE COSTS

- Cross-border benchmarking through access to KPIs of partners
- Drive standardisation – locally and cross-border
- Replicate successful solutions – “copy-paste”
- Explore new synergies e.g. through international cooperation in procurement activities – specification, standardisation, sustainability, procurement costs
- Expand procurement cooperation within each market – SINFRA model
- Share investments in innovation and implementation of new technologies and business practices
- Cooperate when applying for public funding – national and international
- Reduce risks involved in investments and business development



INCREASE REVENUES

- Opportunities to increase competitiveness
- Access to facts and ideas enabling differentiation
- Growing revenues through value and volume
- Opportunities to broadening the revenue base
- Improve convenience and reliability
- Suppliers reducing costs and speeding up process in international expansion
- Combining and bundling value proposition with other partners thereby differentiating the offer and changing the market dynamics
- Creating market opportunities through a proactive sales process
- Key Account strategies securing direct access and communication



DRIVE INNOVATION

- Exchange of best practice significantly reducing costs for innovation
- Share and copy successes – “steal with pride”
- Share and avoid failures – speed up “failing forward” process
- Facilitate multi-stakeholder systems solutions
- Specialisation – partner cities becoming centres of excellence
- Involving local universities in innovation process
- Boost training activities through cooperation with NORDIC HEAT
- Cooperation and joint application for R&D funding
- Opportunities to speed up innovation through benchmarking activities
- Speed up digitalisation of technologies and business practices





SERVICES

The Smart City Alliance offers a broad range of services, tailored to meet the needs of all key stakeholders engaged in providing, installing and operating Smart City infrastructure. Partners to the Alliance will enjoy an extensive set of benefits as part of the monthly subscription fee. Partners are also offered a discount is offered on all additional services.

SMART MARKET INTELLIGENCE

- Market Outlook – Monthly Newsletter providing a general market update, and more specifically on projects related to the Smart Cities engaged in the Alliance.
- In-depth market analysis focusing on a particular topic or market segment – geography, application, innovation, energy operator
- Coverage of selected seminars and events – executive summary distributed to partners
- News alerts – heads-up on particular events and opportunities
- Additional market intel services offered to Partners at a discounted rate



SMART EVENTS

- Partners are offered free attendance to a pre-defined selection of market events – Nordic Heat master classes, Smart City Alliance seminars, Hotspot buyer-meet-seller activities, etc. - Appendix 2
- Partners to be highlighted in all event documentation and given opportunity to give short or longer company presentation subject to context
- Additional events offered at discounted rate
- Assistance and participation to events organised by partner companies/ organisations offered at discounted rate



SMART WORKSHOPS

- Partners are offered free attendance to selected workshops involving other partners and external speakers
- Smart City Alliance team responsible for initiating, organising, moderating and following-up on results from workshops
- Additional workshops or specially tailored workshops offered at discounted rate
- Assistance and participation to internal meetings of partner companies/ organisations offered at discounted rate



SMART INITIATIVES

- Partners are invited to participate in Smart Initiatives aiming to speed-up development in innovation, business practices, etc. – Current set of smart initiatives are listed in Appendix 1
- Smart City Alliance team responsible for initiating, organising, driving and following-up on results from initiatives
- Some initiatives may require additional funding subject to topic and scope



START-UP PACKAGE

When signing up to the Smart City Alliance, partners will go through a connection process involving a set of activities. The overall objective of this process is to maximise the short and long term benefits of being engaged in the Alliance. This exercise is also critical to maximise the synergies of the Alliance for all partners involved.

ASSESSMENT – WHO IS THE PARTNER

Review and analysis of partner joining the Alliance covering a range of topics:

- Basic information on partner – overall description
- Activity area
- Products, services
- Value Proposition – differentiators - USP
- Business Model
- Current Market position & References
- Target markets
- Scope, Objectives, Strategy & Priorities

DELIVERABLE

PARTNER PROFILING DOCUMENT



ANALYSIS – WHY JOINING THE ALLIANCE

- Objectives and Expectations
- Target markets – Geo, Segment, Customers
- Key areas of interest, Priorities
- What unique competences can partner offer to Alliance
- What unique competences are they looking for
- Opportunities for synergies and areas of cooperation
- Smart Events** – interest in what type of activities, target audience, market
- Smart Initiatives** – which development initiatives to join

DELIVERABLE

STRATEGY DOCUMENT



PRESENTATION – HOW TO DISPLAY PARTNER

- Produce a Partner Presentation document according to Smart City Alliance standard format
- Critical Friend review of existing presentation material and sales presentation
- Up-date existing presentation material
- Included in web-based presentation of Smart City Alliance and in other communication material/ platforms

DELIVERABLE

COMMUNICATION PACKAGE

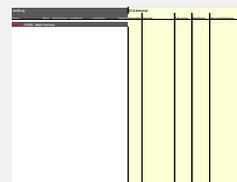


ACTION – GETTING IT DONE

- Producing a Partner action plan – 6 months
- Securing required resources
- Introduce to other partners through newsletters, match-making sessions, seminars and workshops

DELIVERABLE

PARTNER ACTION PLAN



TERMS FOR BECOMING A PARTNER

Start-up Package

When joining the Smart City Alliance, partners are encouraged to go through the various steps in the Start-up package (see Page 6). The start-up services are designed to maximise the benefits of being partner to the Alliance. This is not mandatory, and can be made at a later stage.

Start-up fee

Large organisations/ companies	€ 5 000
SME	€ 2 500

Membership

There is a monthly fee for being member of the Smart City Alliance.

Services offered are specified on page 4-

Memberships can be terminated by 3 months notice

Membership fee is paid on a monthly basis, at the beginning of each month

Payment term – 30 days

Monthly Membership fee

Large organisations/ companies	€ 2 000
SME	€ 1 000

Additional Services

Members are offered a fixed set of monthly **SMART EVENTS** and services free of charge.

Costs for being engaged in one or more **SMART INITIATIVES** will be agreed separately.

Partners are offered additional **SMART CONSULTANCY SERVICES** at a discounted rate..

RELATED ACTIVITIES

Partners to the Smart City Alliance will also get access to services offered by the following separate but related companies

- NORDIC HEAT



www.nordheat.eu

Appendix 2

- HOTSPOT GLOBAL



www.hotspotglobal.eu

APPENDIX 1 – SMART INITIATIVES

Through a dialogue with cities, institutions and companies currently involved in the Smart City Alliance or in activities related to NORDIC HEAT and HOTSPOT GLOBAL, the following Smart Initiatives have been identified.

01. BUNDLED SYSTEMS - UP-GRADING THE SUPPLIER VALUE PROPOSITION

CONNECT, CONTROL & METERING

02. KEY ACCOUNT MANAGEMENT

SMARTER BUYER-SUPPLIER INTERACTION

03. DHN – OPTIMIZING UP-FRONT INVESTMENT VS. LIFE CYCLE COSTS

DESIGN, INSTALLATION, MAINTENANCE

04. MAPS – PROCUREMENT COOPERATION

IMPLEMENTING THE SINFRA MODEL

05. NORDIC HEAT ACADEMY - I

VOCATIONAL TRAINING PROGRAMMES

06. NORDIC HEAT ACADEMY - II

LEADERSHIP TRAINING OF DECISION MAKERS AND PROGRAMME/ PROJECT MANAGERS

07. DEEP GEOTHERMAL

SUSTAINABLE HEATING SOLUTIONS

08. INDUSTRIAL WASTE HEAT

SUSTAINABLE HEATING SOLUTIONS

09. HEAT STORAGE

SEASONAL STORAGE UNDERGROUND

10. FINANCIAL STRATEGIES IN ENERGY

MANAGING RISKS & RETURNS

11. ECO-GOVERNANCE IN PRACTICE

CREATING SMART CITIES

12. COMMERCIAL STRATEGIES

COMMUNICATING & SELLING DHN

13. HIDDEN CITY BY CGI

FACILITATE AND REDUCE COSTS IN CITY PLANNING, DEVELOPMENT AND O&M

14. PROGRAMME MANAGEMENT

NEW TOOLS AND PROCESSES

15. RURAL HEATING

SMALL SCALE DHN IN LOW DENSITY AREAS



NORDIC HEAT MASTER CLASSES

A MODULAR TRAINING CONCEPT AIMING TO ASSIST LEADERS AND TEAMS IN DEVELOPING AND IMPLEMENTING SMART CITY SOLUTIONS

The Nordic Heat Master Class program has been designed to assist decision makers and project teams in rapidly acquiring the skills and experiences required to design and implement smart city infrastructure. At present the training services are focusing on four broad areas of smart city development – heating, cooling, energy-from-waste and waste management. Preparations are underway to broaden the scope.

Since the start in 2014, some 3 000 professionals in 12 markets have participated in training sessions organised by Nordic Heat. The training has been designed along two broad areas – **Master Classes** focusing on the theoretical aspects – strategic, financial, commercial and technical – in implementing of heat networks, and **Vocational Training** courses addressing the practical activities related to installation, operations and maintenance of systems.

THE OBJECTIVE of the master classes is to develop the general competence level among all relevant stakeholders involved in smart city development programmes. This is expected to speed up implementation, reducing risks and costs and improving competitiveness and long term performance of final installations.

THE ACTIVITIES are structured along 6 broad areas of training, each with four different modules which are offered with varying level of complexity. Training sessions are run by a range professionals, all with a long experience from various operational functions in the planning, installation and operation of heat networks, energy from waste installations and waste management systems. The sessions cover a range of topics, theoretical as well as practical – all critical to the successful implementation and operation of commercially viable waste management and energy systems.

A STRICT ACADEMIC FOCUS is a cornerstone in all Nordic Heat training activities. In order to adjust to the needs of the participants, sessions are offered on different , as well as a more technically advanced training sessions. In order to gain access to the best competences in the industry, Nordic Heat is cooperating with local colleges and universities as well as industry organisations in designing and executing the training activities. Furthermore, best-in-class industry partners are invited to engage in the training programs.

NORDIC HEAT MASTER CLASS PROGRAM is structured along 6 broad areas of training, each with four different modules which are all offered with varying level of complexity.

AREA 1 – SMART CITY STRATEGIES

- M 1 – THE POLITICAL AGENDA – A SUSTAINABLE FUTURE
- M 2 – THE COMMERCIAL AGENDA – BUSINESS MODELLING AND FINANCING
- M 3 – SMART CITY SOLUTIONS – THE MENU CARD
- M 4 – STRATEGIC PLANNING – FROM VISION TO OPERATION

AREA 2 – PROGRAMME DELIVERY

- M 1 – THE BUSINESS CASE – MAKING IT SELL
- M 2 – TECHNICAL DESIGN – MAKING IT WORK
- M 3 – PROGRAMME MANAGEMENT – MAKING IT HAPPEN
- M 4 – DRIVING DOWN COSTS – DESIGN & PROCUREMENT STRATEGIES

AREA 3 – ENERGY VALUE CHAIN

- M 1 – SOURCING ENERGY – GENERATING, STORING & DISTRIBUTING HEAT
- M 2 – PROVIDING ENERGY – CONNECTING & CONTROLLING ENERGY SUPPLIES
- M 3 – MINIMISING NEED FOR ENERGY – ENERGY EFFICIENCY SOLUTIONS
- M 4 – SECURING DEMAND – SALES & COMMUNICATION STRATEGIES

AREA 4 – OPERATIONS & BUSINESS DEVELOPMENT

- M 1 – OPERATIONS & MAINTENANCE – SECURING LONG TERM PERFORMANCE AND RELIABILITY
- M 2 – STRATEGIC PLANNING – SECURING LONG TERM GROWTH OF THE NETWORK
- M 3 – DIGITAL STRATEGIES – OPPORTUNITIES AND RISKS IN THE ENERGY SECTOR
- M 4 – ENERGY SYMBIOSIS – CLOSING THE LOOP – A LOCAL & CIRCULAR ENERGY SYSTEM)

AREA 5 – WASTE MANAGEMENT STRATEGIES

- M 1 – THE POLITICAL CASE – A WIN-WIN-WIN SOLUTION
- M 2 – THE COMMERCIAL CASE – FROM TRASH TO CASH
- M 3 – THE TECHNICAL CASE FOR WASTE MANAGEMENT
- M 4 – THE SOCIAL CASE FOR WASTE MANAGEMENT

AREA 6 – LEADERSHIP IN ENERGY

- M 1 – FAILING FORWARD – CHANGE IS HARD – LEADING CHANGE IS HARDER
- M 2 – FIXING THE DESTINATION – SETTING OBJECTIVES – SECURING MOTIVATION
- M 3 – MOBILIZING THE TEAM – GENERATING ENERGY AND RESULTS ON ALL LEVELS
- M 4 – BEING LED BY OTHERS – OPEN UP TO INSPIRATION AND A HELPING HAND FROM OTHER LEADERS

BACKGROUND

NORDIC HEAT is an independent peer-to-peer training and advisory service aiming to support the development of District Energy, Energy Efficiency, Energy from Waste (EfW), Waste Management, and other energy related Smart City infrastructure in Europe and beyond.

The activity was founded in 2014 by a group of municipality owned energy operators in Sweden, all with more than 50 years of experience in installing and operating profitable district energy schemes in a deregulated energy market.

MISSION

- The role of Nordic Heat is to assist project teams in securing the swift implementation of high performing, reliable and competitive district energy and waste management solutions while minimising investment levels, operational costs and risks. A wider objective is to optimising the commercial, social, environmental and political benefits of investments in sustainable energy.
- Also to actively facilitate the efficient exchange of competences, experiences and new innovative technologies and practices, thereby strengthening the overall competitiveness of the sector.
- Nordic Heat also aims to help energy operators secure access to the best available professional and technical staff while reducing the cost of man-power.

SERVICES

ACADEMY

TRAINING SERVICES IN IN COOPERATION
WITH LOCAL COLLEGES

MASTER CLASSES

STUDY VISITS/ WORKSHOPS

VOCATIONAL TRAINING

EXCHANGE PROGRAMMES

>3000 participants in 12 markets since 2014

ADVISORY

PEER-TO-PEER CRITICAL FRIEND SERVICES
AND EXCHANGE OF BEST PRACTICE

CRITICAL FRIEND REVIEWS

PROCUREMENT

SUPPORT & PLANNING

REINFORCEMENTS

Active assignments across Europe and beyond



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